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28 September 1988

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MEMORANDUM FOR: Director, Intelligence Community Staff

VIA: Deputy Director, Intelligence Community Staff

FROM: [REDACTED]
Director, Planning and Policy Office

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SUBJECT: NAPA Issue Papers for 30 September 1988 NAPA Panel Meeting

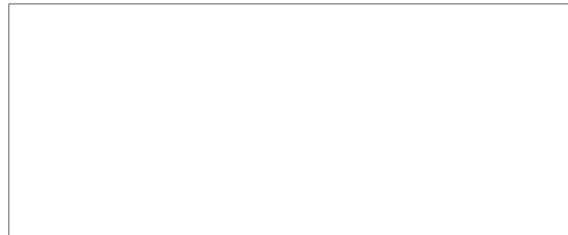
1. The NAPA Panel is scheduled to meet on 30 September 1988 to review several issue papers drafted by the NAPA Staff. These include:

- o Organizational Alternatives - an options paper containing suggestions for enhancing coordination of personnel policies for the Intelligence Community;
- o Overview on Compensation Systems - a comparison of the features of various Intelligence Community agency wage and compensation systems;
- o Creating a Diverse Work Force - a paper describing the EEO efforts of each of the Intelligence Community agencies;
- o Removal Authorities, Staff Reductions and Outplacement - a summary of Intelligence Community agency personnel practices to deal with staff reductions or separations.
- o Security Matrix - a matrix developed to compare the security requirements and policies followed by the different Intelligence Community agencies;
- o NSA Flexible Pay System - NAPA staff endorsement of a NSA proposal for new authorities to revise NSA's pay system and bonus program.

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2. With the exception of the first paper, "Organizational Alternatives", there is little in the drafts that is unusual or controversial. The "Organizational Alternatives" paper, which is attached for your review, delineates three options for enhanced coordination, if not centralization, of Intelligence Community personnel management policies. The NAPA staff recommends Option A, which designates the Senior Policy Management Group, chaired by the DCI, to consider major personnel issues potentially affecting two or more Intelligence Community agencies. This group would require a small support staff, presumably in the Intelligence Community Staff. The options in the paper need to be fully vetted by the Intelligence Community agencies involved in the NAPA project before they can be seriously considered, however; the NAPA staff is supportive of this and will indicate this to the Panel at their meeting on Friday.



Attachment:

"Organizational Alternatives" Paper

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National Academy of Public Administration
Study of Intelligence Community Personnel Systems

ORGANIZATIONAL ALTERNATIVES

I. The Problem

The Congressional intelligence committees, primarily the House Committee (HPSCI), do not believe that legislative proposals on personnel and compensation matters are sufficiently analyzed before being presented to the Congress. They believe such proposals should be examined in terms of their comparative impact or usefulness for other intelligence agencies and in terms of how they relate to general civil service policies.

Additionally, the NAPA panel has recommended improved coordination of personnel policies and practices in a number of areas within the intelligence community .

II. Background

The depth of concern on this is reflected in the fact that this NAPA study was originally proposed by the HPSCI as the Commission on Intelligence Personnel Systems with one member appointed by the president, another by the speaker of the House, and a third by the majority leader of the Senate. "The House felt the Commission was necessary to provide a comprehensive review of current programs; assess the need for changes, especially those required by the unique circumstances of intelligence activities; and to present recommendations to the Congress after considering the potential inequities the proposed changes would create either among intelligence agencies or between the intelligence community and the federal Civil Service."

The project staff sense that House Committee staff have difficulty defending individual proposals to committee members and occasionally to the House Post Office and Civil Service Committee because personnel and compensation matters are treated as ad hoc assignments. Thus, no one on the staff develops expert knowledge on these subjects. In the case of the Senate Committee, it initiated a major review of IC personnel management by borrowing staff from GAO but then the Iran Contra affair interfered and the committee never completed its work as staff were fully committed to that crisis.

A more recent reflection of the House Committee frustration in dealing with personnel and compensation proposals was contained in their comments on the fiscal year 1989 authorization for the National Foreign Intelligence Program (NFIP). The Committee expressed great concern that CIA personnel management and compensation systems could create inequities between CIA personnel

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